

NEW Directions

October 4, 2007

Measuring for Success

the Health System Scorecard and the Internal Scorecard

"You can't manage what you can't measure." With this simple statement Assistant Deputy Minister Adalsteinn Brown began his Stewardship in Action FYI session on the topic of the health system scorecard and the internal scorecard, in early August.

Scorecards measure performance, but not just any type of performance, Brown explained to the workshop participants. To be an effective tool, a scorecard needs to measure how well an organization is achieving its stated strategies and goals.

Whether within the health care system or the ministry, clearly defined strategies and goals must exist, Brown said. Then one needs the tool — the scorecard — to measure how well these goals are being achieved.

The health system scorecard has existed for several years and measures broad external goals such as improving access to appropriate health services. Meanwhile, the ministry's newly developed internal scorecard looks at how 11 high-level strategy objectives within the organization are impacting on the goals of the broader health system. Some of these ministry goals include:

- *improve investment decisions*
- *create and sustain effective LHIN and other partnerships*
- *increase innovation*
- *demonstrate excellence in customer service*

Brown explained that for the internal scorecard, indicators are used to measure the ministry's performance in achieving each of its 11 strategy objectives. Combining the results of the indicators into a single scorecard gives the ministry an overall picture of how well it is doing.

For the objective *improve investment decisions*, the indicator will be the percentage increase in ministry spending dedicated to strategic investments. For *create and sustain effective LHIN and other partnerships*, the measure will be the percentage of LHIN and



Assistant Deputy Minister Adalsteinn Brown presents tools used to measure the health system's performance and the ministry's contributions to the achievement of the broader health system's goals in a recent FYI Series workshop. Brown explained that the internal scorecard will also help employees align their work with the ministry's stewardship goals.

ministry accountability agreement commitments met.

He stressed that the ministry's scorecard cannot be viewed in isolation; it must be linked to the goals of the overall health system. "When staff understand how their work fits into their unit, which fits into their branch and so on up to the ministry-wide level, the priorities for the health system become real," said Brown. "It's very motivating when you can connect how your work is improving the health system for all Ontarians."

He used one of the goals listed in the ministry's internal scorecard to demonstrate

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this point: *developing new policies, strategies and tools to effectively support the health system*. In response to this objective the ministry introduced the 3-year Action Plan for Colorectal Screening which can be measured over time to assess its impact on the health system. For ministry staff, their individual work at the unit level to co-ordinate stakeholders around delivery of the program can be tied into the broader system goal of improving the access of Ontarians to appropriate health services.

"The scorecard will provide a way for staff to see how strategies cascade from the ministry level down to divisions, branches, units, team, and individuals," Brown said.

The next step for the internal scorecard is that it will be piloted in the Health System Strategy Division. Brown explained that the scorecard will evolve over time. "Strategies will change, so measurements will change. The data we use to measure performance will also get better over time," he said. ■

The FYI series was launched this summer to provide staff with workshops on a variety of topics to increase awareness and build greater understanding about the ministry's new stewardship role.

If you would like to attend Assistant Deputy Minister Adalsteinn's Brown repeat presentation of Measuring for Success: Internal and External Scorecard, on Oct. 29, register online at the Learning and Development section, under FYI Series — Registration.

Information on past FYI sessions as well as an audio version of Brown's FYI session and his accompanying slide presentation are also available under FYI Series — Presentations.

Register here for all Stewardship in Action Learning and Development programs

See updates to the
October/November 2007 schedule!

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NEW Directions, published for employees of the Ministry of Health and Long-Term Care by the Communications and Information Branch, can be read on-line at infoinfo.mlio.moe.gov.on.ca/

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Do you have questions about the organizational change?

- Ask your manager
- E-mail your questions or comments to the feedback page at stewardshipinfo@mlio.moe.gov.on.ca
- Call the feedback line at 1-888-565-0729 or TTY: 1-866-287-5559